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DATED NOVEMBER 7, 2013](#)

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# County of Los Angeles

## DEPARTMENT OF PUBLIC SOCIAL SERVICES

12860 CROSSROADS PARKWAY SOUTH • CITY OF INDUSTRY, CALIFORNIA 91746

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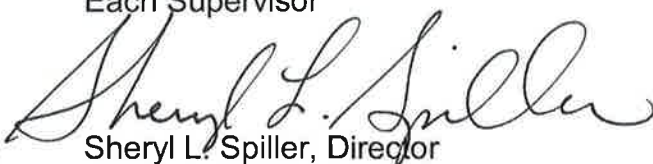


SHERYL L. SPILLER  
Director

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November 7, 2013

TO: Each Supervisor

FROM:   
Sheryl L. Spiller, Director

**SUBJECT: LEADER REPLACEMENT SYSTEM (LRS) ANNUAL UPDATE**

This is to provide the Board with the first annual update on the progress for the LEADER Replacement System (LRS) Project, as requested in a Board motion passed during the Board approval of the LRS Agreement on November 7, 2012. To date, we are pleased to report that the LRS Project remains on schedule and on budget. Below are the milestones for the period of November 2012 through October 2013.

During the months of November 2012 through February 2013, the LRS orientation kickoff was conducted and all project management plans and processes were developed and approved. In addition, the hardware, software, and supporting services that will be used in the development of LRS were documented and approved.

During the months of February 2013 through September 2013, the LRS project office location in Norwalk was fully built-out and occupied, and numerous requirement verification orientation and baseline system demonstrations were conducted, involving hundreds of staff from DPSS, DCFS, State Office of Systems Integration (OSI), and the office of the County Chief Information Officer (CIO). The proposed meeting schedule, names of anticipated participants, and proposed agenda(s) for requirement sessions were documented and approved. Requirements verification sessions were conducted and over 2,000 functional, technical, and training requirements for the LRS were verified and approved. Accomplishment of this phase and approval of the associated deliverable(s) solidified the requirements for the LRS and allowed for the commencement of the LRS Functional Design phase.

During the months of May 2013 through October 2013, general design sessions were conducted and the technical infrastructure design of the LRS was approved. This approval authorized the contractor to begin building out the data center that will house the LRS. County Executives participated in a tour of the LRS Primary Data Center

hosted by Northrup Grumman in Woodland Hills, CA. In addition, the Functional Design sessions, system test planning, and development of the training and implementation plans commenced during this period.

The LRS Project budget for FY 2013/14 is fully funded and approved in both the adopted State budget and approved County budget. The LRS Project budget includes sufficient funding for all staff needed to support the LRS Project. Due to the planned use of advanced technologies and adherence to Federal standards, the LRS Project was offered the opportunity to pursue Enhanced Federal Financial Participation (EFFF) for all Medi-Cal related functionality development. The LRS project team worked closely with OSI to develop a cost allocation methodology in accordance with EFFF guidelines, which resulted in a total net County cost (NCC) savings of approximately \$10M through December 2015, as well as State General Fund savings of approximately \$75M over the same period of time.

The Department competitively procured short term Quality Assurance (QA) consultants through the County's Information Technology Support Services Master Agreement (ITSSMA) to monitor project activities on a daily basis and provide support to the LRS project director. The Department is in the process of drafting a Request for Proposals (RFP) to procure longer-term vendor services for the LRS Project's ongoing need for QA services.

A high-level summary of upcoming Project activities is summarized in the table below:

Phase	Target Start Date	Target End Date
Functional Design	July 2013	March 2014
Application Coding	November 2013	July 2014
Testing	April 2014	July 2015
Training	December 2013	July 2016
Pilot	August 2015	January 2016
Countywide Implementation	January 2016	November 2016

We will continue to keep the Board apprised of the status of the LRS Project on an annual basis. Please contact me if you have any questions, or your staff may contact Michael Sylvester, Director, Bureau of Contract and Technical Services, at (562) 908-8327.

SLS:kg

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors  
Deputy Chief Executive Officer



SHERYL L. SPILLER  
Director

County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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Second District


SHEILA KUEHL  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

December 16, 2015

**TO:** Each Supervisor

**FROM:**   
Sheryl L. Spiller, Director

**SUBJECT: LEADER REPLACEMENT SYSTEM (LRS) ANNUAL UPDATE**

This is to provide the Board with the third annual update on the progress for the LEADER Replacement System (LRS) Project, as requested in a Board motion passed during the Board approval of the LRS Agreement on November 7, 2012. To date, we are pleased to report that the LRS Project remains on schedule and on budget.

The LRS Pilot was successfully implemented on September 29, 2015. The LRS was deployed efficiently to 12 pilot sites and 40 supporting offices throughout Los Angeles County. The rollout sites included two (2) District eligibility offices, seven (7) GAIN Region offices, three (3) Customer Service Centers (CSCs), several Department of Children and Family Services (DCFS) office locations that support Medi-Cal, and numerous additional DPSS support office sites. Effective planning activities ensured a smooth transition to consolidate the legacy LEADER, GAIN Evaluation Automated Reporting System (GEARS), and General Relief Opportunities for Work (GROW) into the new LRS web-based system.

On-site support of the offices included DPSS information technology management personnel, systems analysts, County programs and policy experts, and vendor team leads and development and implementation support resources. Centralized off-site support included the DPSS help desk and command center personnel, who provided quick answers to questions, problem/issue remediation assistance, status on processing service requests, real-time communications on system availability, daily team updates, and overall proactive management of all LRS issues being reported. Highlights of the LRS Pilot rollout include the following:

- 1,800+ active users setup and enabled in LRS.
- 100% of all staff in the Pilot offices has been completely trained.
- 529,101 cases were converted to LRS, including active, pending, and inactive cases.
- LRS Daily batch processing time continue to meet the requirement standards.
- LRS system availability is meeting the required standards.
- LRS System performance is meeting the required standards.
- Over 44 million dollars in benefits have been distributed through LRS.

A high-level summary of the other recently completed project activities in 2015 are listed in the table below:

**Table 1: LRS Milestones Leading to Successful Pilot Implementation**

<b>Milestone</b>	<b>Completion Date</b>
Complete LRS Software Development Programing/Coding	March 2015
Complete System Testing	June 2015
Completed User Acceptance Testing (UAT)	August 2015
Complete Organizational Change Management (OCM) / Process Training for Pilot Users	August 2015
Complete Functional Training for Pilot users	September 2015
Hold On-Site Support Kickoff Activities at Pilot Sites	September 2015
Commence LRS Pilot Data Conversion Activities	September 2015

The LRS Project budget for FY 2015-16 is fully funded and approved in both the Governor's State budget and the County budget. Due to the planned use of advanced technologies and adherence to Federal standards, the LRS Project received approval to pursue Enhanced Federal Funding Participation for all Medi-Cal related information technology development. The LRS Project budget includes sufficient funding for all staff needed to support the LRS Project. The Implementation Advanced Planning Document Update for FY 2015-16 has sufficient funding allocated for DPSS Eligibility Systems Division staff and DCFS Subject Matter Experts, who are working with the LRS analysts and developers.

A high-level summary of key upcoming LRS project milestones are summarized in Table 2 below:

**Table 2: Upcoming LRS Project Activities**

<b>Activity</b>	<b>Target Start Date</b>	<b>Target End Date</b>
County-wide Implementation	March 2016	November 2016
Maintenance and Operations	November 2016	October 2023

We will continue to keep the Board apprised of the LRS Project. Please contact me if you have any questions, or your staff may contact Michael Sylvester, Director of the Bureau of Contract and Technical Services, at (562) 908-8327.

SLS:ro

c: Chief Executive Officer  
County Counsel  
Acting Executive Officer, Board of Supervisors